



The Chevron Way

Vision

At the heart of The Chevron Way is our vision ... to be *the* global energy company most admired for its people, partnership and performance.

Values

Our company's foundation is built on our values, which distinguish us and guide our actions. We conduct our business in a socially responsible and ethical manner. We respect the law, support universal human rights, protect the environment and benefit the communities where we work.

- Integrity
- Trust
- Diversity
- Ingenuity
- Partnership
- Protecting People and the Environment
- High Performance

Tenets of Operation

1. **Always** operate within design and environmental limits.
2. **Always** operate in a safe and controlled condition.
3. **Always** ensure safety devices are in place and functioning.
4. **Always** follow safe work practices and procedures.
5. **Always** meet or exceed customers' requirements.
6. **Always** maintain integrity of dedicated systems.
7. **Always** comply with all applicable rules and regulations.
8. **Always** address abnormal conditions.
9. **Always** follow written procedures for high-risk or unusual situations.
10. **Always** involve the right people in decisions that affect procedures and equipment.

Our work is guided by two key principles:

- Do it safely or not at all
- There is always time to do it right

Stop Work Authority

As an employee or contractor for Chevron, you are responsible and authorized to STOP any work that does not comply with our Tenets. Your actions to support the Tenets are fully supported by the Chevron Richmond Refinery Management Team.

- All issues will be addressed promptly.
- All levels of refinery management support you.

Using stop work authority is your responsibility. We always comply with the Refining Tenets that are based on the two principles:

- Do it safely or not at all
- There's always time to do it right

That is our commitment to you.

A handwritten signature in black ink, reading "Nigel Hearne". The signature is written in a cursive, flowing style.

Nigel Hearne
Refinery General Manager

The 5 Steps of Stop Work Authority



Loss Prevention Self Assessment

Before beginning any activity/ Task/ Job, after a loss or near loss, any unusual circumstances:

ASSESS the risk!

- What could go wrong?
- What is the worst thing that could happen if something does go wrong?

ANALYZE how to reduce the risk!

- Do I have all the necessary Training and Knowledge to do this job properly?
- Do I have all the proper Tools and Personal Protective Equipment?

ACT to ensure loss-free operations!

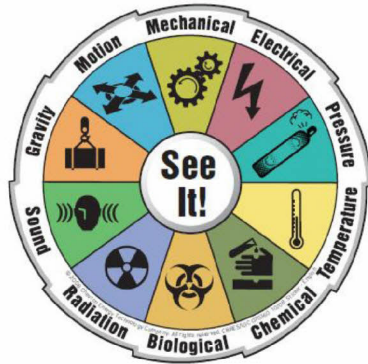
- Take necessary Action to ensure the job is done properly!
- Follow written procedures! Ask for assistance, if needed!

DO NOT PROCEED UNLESS ALL RISKS HAVE BEEN
ADDRESSED!

For Everyone · Every Day · All the Time



Hazard Identification Tool



Hazard

A condition or action that has the potential for an unplanned release of, or unwanted contact with, an energy source that may result in harm or injury to people, property, or the environment.

Hierarchy of Controls

1. Remove the energy source.
2. Prevent the release of energy
3. Protect from the release
4. Use Stop Work Authority

Operational Discipline

Procedures

Safe Work Practices LOTO & JJSV

Critical Process Variables

Work Control

Routine Duties



Every Task the Right Way, Every Time



Incident and Injury Free Vision

At Chevron Richmond Refinery, we believe that all incidents and injuries can be prevented. We will all go home safely every day and Richmond will be the best refinery to work in, because we:

- All make safety personal by demonstrating our commitment and competence every day
- Identify and understand all the hazards associated with each job and consciously manage the risks associated with each hazard
- Engineer, Operate and Maintain our equipment in a safe and reliable manner which protects personnel and the environment – keeping material in the pipes where it belongs.
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We use the tools in this fold out to support our Incident and Injury Free culture and to make sure we all go home safely each and every day to our families and friends.

Richmond Cafeteria Lunch Punch Card. Purchase 10 lunches valued at > \$5, and have the cashier punch your card. This will earn you one lunch valued at no more than \$8.50. Not good for cash redemption.

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Running our Business
with Excellence

Excellence in Safety Performance
TRIR 0.26

Improve Turnaround Execution to
achieve Mechanical Availability

Commitment to our Community
Prevent Environmental Incidents

\$60MM/ year Improvement

Commit to the flow of ideas



Improve PSM fluency

Process Safety Management Elements

1. Employee Participation
2. Process Safety Information
3. Process hazard analysis
4. Operating Procedures
5. Training
6. Contractors
7. Pre-Start Up Safety Review
8. Mechanical Integrity
9. Hot work permits
10. Management of Change
11. Incident Investigation
12. Emergency Planning and Response
13. Compliance Audits
14. Trade Secrets

While we continuously improve
personal safety.